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OTR Registry
76-2933

DD/S&T 4657/76
11 October 1976

STATINTL

MEMORANDUM FOR: [REDACTED] Deputy Director of
Training

SUBJECT: Agenda Items for Monthly Meetings

1. To follow up our discussion today, I do have a few topics for consideration as agenda items for the future meetings with D/OTR. Briefly they are:

a. Agency Management Training Programs

Guidance should be made available on the optimum sequence that should be followed in planning management training for employees. This could well vary with the professional disciplines involved. We understand that this approach was included in a systematic approach proposed by the Management and Administrative Training Branch of OTR last fall. Agency supervisors, and for that matter Training Officers, are usually not well acquainted with the inter-relationships between OTR management courses. A vivid example of the confusion that prevails can be seen in the Development Profiles (PDP, Part II) which are invariably weak, or at least inconsistent, in the training recommended for like individuals.

b. Training for Agency First-Line Supervisors

No
A requirement exists to provide instruction tailored to the new Agency supervisor/manager. The Fundamentals of Supervision and Management Course provides valuable information on the related basic techniques and principles, however, it does not go into policy and procedures unique to this Agency. Instruction is called for in the basics of supervision but also in the actual mechanics and governing policy the new supervisor should be aware of. The NPIC approach to this training may offer a model to build an Agency-wide (i.e., OTR conducted) course.

c. Basic Skills Training for Secretaries

A fresh look should be taken at secretarial training within the Agency. These employees represent a

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significant part of the Agency's total resources. This is the most universal and largest profession in the Agency yet it receives relatively little attention in the form of dedicated training. The clerical employees in the DDS&T have voiced a strong concern for instruction in such areas as refresher typing, stenography and the operation of the Mag Card I, A, and II systems. The OTR Curriculum Committee has stated that a policy decision was reached years ago to discontinue basic skills training adding that OTR is not staffed to offer this sort of training. The Office of Personnel is, of course, responsible for clerical testing. These tests, especially the qualifying test in stenography, are important factors in the growth potential of an Agency secretary. Presently we send secretaries to outside schools for this instruction yet their mastery of the IBM or CSC courses bears little correlation to their successfully passing the Agency tests. Quite possibly instruction tailored to the needs of the Agency is called for. Instruction in the Mag Card systems could be accomplished on an informal ad-hoc basis. The Curriculum Committee noted this summer that the EXO/OTR would look into using the OTR Word Processing Center as a training ground for this instruction.

d. Short Deadlines on Premier Courses

which? Over this past year we have received a rash of late notices on many of the top courses offered by the Agency, DOD, and external academic institutions. Two weeks lead time does not allow for the satisfactory selection of candidates in the Directorates. We are currently preparing a long-range tickler system to anticipate regularly scheduled courses--OTR may wish to consider using this approach for those courses which do not already appear on the OTR Catalog Schedule.

e. Agency Policy and Training on MBO

We are not clear on the overall policy toward MBO in the Agency and this has resulted in spotty participation in the two related courses offered by OTR. Last summer the Curriculum Committee noted that OTR was awaiting an indication of Mr. Knoche's "management style" before moving ahead with MBO training. Guidance on this issue would significantly assist us in the areas of training as well as general personnel management.

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f. Distribution of Literature on External Training

Presently the distribution of printed information on ad-hoc external training opportunities is based on the number of copies of the document OTR receives and on listings of areas of interest which were formulated on inputs received by individual components. Material received by the STOs may have gone directly to all or none of their respective components. These STOs may be the best focal point for the distribution of such information, especially in substantive areas unique to that given directorate.

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g. Incorporation of Contract Employee Training Records in the Agency Automatic Training Record System

The training records on Contract employees, both past and present, are maintained separately from the regular Agency Training Record data base. The DDS&T, as well as the DDO, employs a large number of former and current Contract employees. To obtain the record on all employees one must interrogate two separate systems. Consolidation of these two systems is recommended.

CLACRG

2. I can expand on any or all of the above if you wish. We have additional topics yet they are, for the most part, unique to this Directorate.



STATINTL

Senior Training Officer
DDS&T

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agenda Items for Monthly Meetings

FROM:

STO/DDS&T
6E38, Hqtrs.

EXTENSION



NO.

OTR Registry
76-2933

DATE

18 Oct 76

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TO: (Officer designation, room number, and building)

DATE

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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